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HUMAN RESOURCES

**SENIOR NONCOMMISSIONED OFFICERS'
APR OPINION SURVEY**

By

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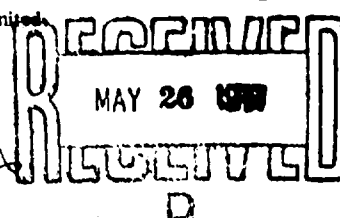
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) A questionnaire was mailed to 10,000 Air Force NCOs in the grades of E7, E8, and E9 in order to sample their opinions, expertise, and attitudes about various aspects of performance evaluation systems. The senior NCOs were asked about rating factors with which they should be evaluated, their opinions of the current APR system, and their attitudes toward proposed changes to the current APR system. In general, there was agreement across all senior NCO groups with respect to which rating factors should be included on a performance evaluation instrument. The overall level of satisfaction with the current APR system was fairly high. However, considering the population being surveyed was those who have been most successful with the system, the level of satisfaction was perhaps lower than		

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might have been expected. With respect to possible changes to the APR system, the senior NCOs were about evenly divided on most major issues such as the possibility of an OER-type control system and career field specific APRs.

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PREFACE

This research was completed under work unit 77191702, Development of an Airman Performance Report.

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SENIOR NONCOMMISSIONED OFFICERS' APR OPINION SURVEY

I. INTRODUCTION

Inflation of ratings on the Airman Performance Report (APR) form for senior noncommissioned officers (NCO) (E7 through E9) in the Air Force has eroded the usefulness of that form in recent years. As early as 1971, inflation had reached an asymptotically high level as over 90 percent of all senior NCOs were receiving the highest rating possible for overall evaluation of job performance and promotion potential. The problem with such a large degree of inflation is that the homogeneous ratings mask individual differences in performance and ability. This, in turn, makes differentiation very difficult for those required to make decisions with respect to promotion, assignment, and other personnel actions. The Air Force has become very concerned with the APR inflation problem in recent years, and, in early 1975, Air Force Military Personnel Center (AFMPC) was tasked with developing a new senior NCO APR which would reduce inflation of ratings.

Since June 1973, a number of studies on the senior NCO APR system have been conducted by the Air Force Human Resources Laboratory. These have included an analysis of rating trends, a Q-sort analysis of the procedures of the FY 73 E9 selection board, questionnaires sent to AFMPC and various consolidated base personnel offices, and structured interviews with members of the FY 75 E8 selection board. The purpose of the present research effort was to obtain the opinions of the senior NCOs about various aspects of the current APR system and possible changes to that system, using a survey (USAF SCN 7642) as a basis of analysis.

II. OBJECTIVES

The present survey had three specific objectives. One objective of the survey was to have the senior NCOs indicate the job performance factors which they felt were needed to evaluate their own job performance and promotion potential. This would allow those most familiar with a particular job to indicate the job parameters that need to be measured. Also, a comparison of responses by career field, major command (MAJCOM), time-in-grade, and other variables would indicate differences within the senior NCO force with respect to which factors are perceived as being most important.

Another objective of the survey was to determine the level of satisfaction with the current APR. This is important information for two reasons. First, it gives an indication of whether or not there really is a problem with the current system with respect to user satisfaction. Also, if a new APR system is implemented, it provides a baseline with which to compare the level of satisfaction with the new system in the future.

In the past, the success or failure of evaluation systems in the Air Force has rested largely upon user acceptance and satisfaction with the system. Therefore, a third objective of the present survey was to obtain the opinions of the senior NCOs about various proposed changes to the APR system. This would give an indication of the probable level of satisfaction with a particular change and provide guidance on APR development before going through the costly step of field testing.

In addition to the three specific objectives of the survey, there was an overall objective on a larger scale. That objective was to allow the senior NCOs themselves to have an input into the design of a personnel system that has such a tremendous effect on their careers.

III. QUESTIONNAIRE CHARACTERISTICS

The questionnaire was divided into four sections. The first section (Appendix A, Part I) dealt with demographic and personal information such as age, grade, sex, Air Force specialty code (AFSC), MAJCOM, etc. The last three sections (Appendix A, Part II, III, and IV) were designed to correspond to the three main objectives of the survey.

The second section was concerned with those performance factors which the NCOs felt were necessary to evaluate them in their own particular job. Twenty-nine factors were listed, and the NCOs were asked to rate each factor on a five-point scale from "always necessary for adequate evaluation of my job performance" to "never necessary for adequate evaluation of my job performance." The 29 factors were compiled from those appearing most frequently in performance evaluation literature, assessment center research, and past APR and officer effectiveness report (OER) forms, as well as those mentioned most often in interviews with senior NCOs while the questionnaire was being pretested. In addition to rating each factor on a five-point scale, the NCOs also indicated in a yes-or-no fashion whether or not each factor was "needed on an APR to measure my job performance." The reason for asking the second question was to decrease some of the overlap that may have occurred in simply rating each factor by itself. For example, there could be two factors such as "motivation" and "enthusiasm" which measure the same underlying characteristic of job performance. While both factors may be rated as being necessary for evaluation when viewed in isolation, only one needs to be put on an APR form since they both measure the same characteristic.

The third section contained 15 items which were designed to determine the senior NCOs' opinions of various aspects of the current APR system.

The fourth section, which consisted of 10 items, followed up by asking the senior NCOs how acceptable certain changes to the APR system would be to them.

The last page of the questionnaire was left blank so the NCOs could make open-ended comments about the APR system in general or the questionnaire in specific.

IV. SAMPLE CHARACTERISTICS

The questionnaire was mailed to 10,000 Air Force NCOs in the grades of E7, E8, and E9. The sample was stratified by 2-digit AFSC within each grade with oversampling of E8s and E9s and of AFSCs with small populations. Oversampling was necessary in order for cell frequencies in cross-tabulations to be large enough for meaningful analysis. Overall, questionnaires were mailed to 5,000 E7s (14% of total E7 population), 3,000 E8s (32% of total E8 population), and 2,000 E9s (44% of total E9 population).

Since the typical return rate for a survey of this type is around 50 percent, it was anticipated that about 5,000 questionnaires would be returned. For the present survey, 149 questionnaires were returned as non-deliverable. Of those that were delivered, 8,083 were completed and returned by the cutoff date. The resulting return rate of 82 percent was much higher than was expected.

Table 1 shows the distribution of returns by grade, race, and sex. It can be seen why oversampling was necessary in some instances. For example, 73 females responded to the questionnaire. This was 62 percent of the female population, but made up only one percent of the final sample.

Table 1. Distribution of Returns by Grade, Race, and Sex

Variable		N	Sample %	Population %
Grade	E7	3,836	47	11
	E8	2,450	30	26
	E9	1,791	22	40
Race	Black	701	9	15
	White	6,925	86	16
	Spanish American	189	2	*
	American Indian	39	1	*
	Asian American	35	1	*
	Other	174	2	57
Sex	Male	7,993	99	17
	Female	73	1	62

V. ANALYSIS

The analysis of the survey data was intended to provide two types of information. First, an overall feeling for the opinions of the senior NCOs is provided by a frequency count and percent of the number of NCOs who chose each response alternative on each item of the questionnaire. Secondly, it was necessary to make comparisons among NCOs with different background characteristics to determine whether or not they chose significantly different response alternatives. Therefore, the frequency counts were broken out by each of the demographic and personal information variables in Part I of the questionnaire. A chi-square analysis was then made on each item in order to compare the response trends of the NCOs in the various categories.

In addition to the chi-square analyses, the NCOs were compared with respect to the way they rank ordered the job performance factors in Part II of the questionnaire. The set of factors rated on a five-point scale (items 17 through 45) was rank ordered according to the total number of rating points accumulated. The other set of factors (items 46 through 74) was rank ordered according to the number of times each factor had been chosen as being necessary on the APR form. Once ranked, the two sets of factors were analyzed using the Spearman rank correlation coefficient (r_s) to determine the degree of agreement between the rankings. Also, rankings were broken out by each of the background variables in Part I of the questionnaire. Because more than two sets of rankings were being compared, r_s was an inappropriate statistic. The Kendall coefficient of concordance (W) was used because it provides a measure of the degree of agreement among a number of rankings.

VI. RESULTS AND DISCUSSION

Table 1 shows that the distribution of returns conformed very closely to the planned sample. Fifty percent of the questionnaires were mailed to E7s, and 47 percent of those returned were from E7s. The E8s comprised 30 percent of both the planned sample and the final sample. The E9s made up 22 percent of the final sample and 20 percent of the planned sample.

Part II - Rating Factors

Part II of the questionnaire was concerned with the job performance factors which the NCOs rated as being needed to evaluate their job performance. The average rank order of the 29 rating factors which appeared in Part II of the questionnaire is shown in Table 2. The rank order of items 17 through 45 was averaged with the rank order of items 46 through 74 to arrive at the overall rank order seen in Table 2. The correlation between the two sets of rankings was 0.94. This high degree of consistency in the ranking of

Table 2. Average Rank Order of Rating Factors

1. Acceptance of Responsibility	16. Motivation
2. Knowledge of Duties	17. Written Communication
3. Reliability	18. Emotional Stability
4. Leadership	19. Working Relations
5. Judgement	20. Executive Ability
6. Supervisory Capability	21. Flexibility
7. Quality of Work	22. Adaptability to Stress
8. Initiative	23. Listening Skill
9. Bearing and Behavior	24. Equal Opportunity
10. Oral Communication	25. Ability to Train Others
11. Planning Ability	26. Learning Ability
12. Decisiveness	27. Quantity of Work
13. Professional Qualities	28. Self-Improvement Efforts
14. Utilization of Resources	29. Creativity
15. Concern for Human Relations	

factors was evident no matter how the data were broken out. Table 3 shows the Kendall coefficient of concordance (W) values for the rank ordering of factors by a number of background variables including grade, MAJCOM, and 2-digit AFSC. As can be seen in Table 3, all W values exceed the .001 level of significance. This means, for example, that there was a significantly high degree of agreement among E7s, E8s, and E9s with respect to the way the factors were rank ordered. This high degree of agreement also held for NCOs in the various MAJCOMs and career fields as well as the other variables shown in Table 3.

**Table 3. Kendal Coefficient of Concordance
Values for Rank Ordering of Rating Factors**

Variable	Kendall "W" Value	P
Grade	.95	< .001
Sex	.99	< .001
Race	.93	< .001
Years in Service	.84	< .001
MAJCOM	.93	< .001
2-Digit AFSC	.56	< .001

While there was general consistency in the overall rank ordering of factors, some differences did appear when the factors were considered individually. In Tables 4, 5, and 6, factors are listed which had a spread of at least six positions across either grade (Table 4), race (Table 5), or 2-digit AFSC (Table 6). In each case, the numbers shown indicate the relative rank order of the factors with 1 being the highest ranked factor and 29 being the lowest ranked factor. For example, Table 4 shows that the factor "ability to train others" decreased in importance with an increase in grade. E7s ranked it as the 20th most important factor while E8s ranked it as 24th and E9s ranked it as 26th. Factors ranked differentially by race are seen in Table 5. Blacks tended to rank the factors "human relations" and "equal opportunity" higher than any other racial/ethnic group. Spanish Americans, on the other hand, ranked "decisiveness" higher, and American Indians viewed "oral communication" as being more important. Asian Americans tended to rank "emotional stability" and "executive ability" higher than the other groups.

Factors listed in Table 6 are those which were ranked differentially by ten different career fields. The differences which appear in Table 6 are generally what would be expected. The factor "bearing and behavior" was ranked highest by the security police career field (81XXX). The factor "executive ability" was ranked highest by the administration career field (70XXX) and lowest by the aircraft maintenance (43XXX) and transportation (60XXX) career fields. The personnel (73XXX) and supply (64XXX) career fields tended to rank "written communication" high while the transportation career field (60XXX) ranked "utilization of resources" higher than the other career fields.

The differences in rankings for all factors listed in Tables 4, 5, and 6 were significant at the .001 level. However, some of the differences have more practical significance than others. For example, Table 4 shows that while the factor "ability to train others" was more important to E7s than to E8s and E9s, it was still ranked only 20th out of 29 factors by E7s. By the same token, the factor "knowledge of duties" was ranked among the top ten factors by all grades even though it is viewed as somewhat more important by the lower grades. The factor "executive ability," on the other hand, was ranked near the top by E9s (8th) but near the bottom by E7s (22d) and somewhere near the middle by E8s (16th). Its level of importance, therefore, shows a substantial increase with an increase in grade.

Inspection of Tables 4, 5, and 6 shows that few factors show as large a shift in relative position as "executive ability" in Table 4. Most factors listed, even though their rankings were significantly different from a probability standpoint, were generally ranked within ten positions of one another by all of the groups being compared. This general consistency in the rankings of factors by all groups studied was the predominant result from Part II of the questionnaire.

Table 4. Rating Factors Ranked Differentially by Grade

Rating Factor	Rank Given by		
	E7	E8	E9
Ability to Train Others	20	24	26
Professional Qualities	10	15	17
Knowledge of Duties	3	6	9
Executive Ability	22	16	8
Written Communication	17	11	11

Table 5. Factors Ranked Differentially by Race

Rating Factor	Rank Given by				
	Black	Spanish American	American Indian	Asian American	White
Bearing and Behavior	11	17	13	15	9
Human Relations	9	13	18	18	18
Decisiveness	17	9	14	11	12
Emotional Stability	22	20	25	15	20
Executive Ability	20	16	16	10	17
Oral Communication	13	14	6	16	11
Planning Ability	14	10	11	8	10
Equal Opportunity	12	21	24	22	24
Utilization of Resources	10	12	19	13	14

Table 6. Factors Ranked Differentially by 2-Digit AFSC

Rating Factor	Rank Given by								
	20XXX	36XXX	43XXX	60XXX	64XXX	70XXX	73XXX	81XXX	90XXX
Bearing and Behavior	16	12	10	13	11	12	16	9	14
Decisiveness	9	9	12	11	15	15	13	14	13
Executive Ability	11	17	21	19	17	7	11	17	10
Professional Qualities	15	15	13	10	14	16	15	13	17
Initiative	8	8	7	14	7	8	8	10	8
Knowledge of Duties	7	5	4	4	5	9	12	7	6
Oral Communication	17	10	16	12	12	11	10	15	11
Utilization of Resources	13	13	11	8	13	14	14	12	15
Written Communication	10	11	19	16	9	10	5	11	12

Part III - Opinion of Current APR

Part III of the questionnaire was aimed at obtaining the opinions of the senior NCOs toward the current APR system. When asked if they would like to have the rating factors they listed as being important in Part II of the questionnaire replace the factors found on the current APR form (item 76), 82 percent of the NCOs agreed that they would like to have the questionnaire factors replace the current factors.

In response to a direct question about how satisfied they are with the current APR system (item 75), 49 percent of the NCOs responded that they were in all ways or most ways satisfied. Only 17 percent were in few ways or no ways satisfied while 34 percent were in some ways satisfied. This pattern of responses was consistent both across grade and time-in-service within a particular grade.

In probing deeper for possible reasons for dissatisfaction with the current APR system, the NCOs were asked if they thought their careers had been hurt in the past by the system (item 85). Overall, 34 percent of the NCOs thought their careers had been hurt either severely or moderately by the APR system. Another 20 percent felt their careers had been hurt slightly while 36 percent felt it had not been hurt. There was a definite trend by grade in response to this item as shown in Table 7. While 43 percent of the E7s indicated that their careers had been severely or moderately hurt, 32 percent of the E8s and only 19 percent of the E9s felt the same way. Since E9s have been as successful with the system as possible with respect to promotion, it is not surprising that they were less likely to feel that they had been hurt by the system.

Table 7. Feeling that Career Has Been Hurt by APR vs. Grade

My Career Has Been:	Grade			Total %
	E7 %	E8 %	E9 %	
Severely Hurt	18	11	5	13
Moderately Hurt	25	21	14	21
Slightly Hurt	20	20	19	20
Not Hurt	28	37	54	36
Don't Know	10	11	8	10

In addition to the trend by grade, Table 8 shows that there was a trend by time-in-service within the grade of E7. That is, the feeling that one's career had been hurt by the APR system tends to increase as time-in-service within a particular grade increases. This result is reasonable since, within a particular grade, the longer one has been in the service, the more likely it is that he or she has been passed over for promotion.

Table 8. Feeling that Career Has Been Hurt by APR vs. Time in Service For E7s

TIS (Yrs)	My Career Has Been				
	Severely Hurt %	Moderately Hurt %	Slightly Hurt %	Not Hurt %	Don't Know %
Under 14	6	10	13	51	19
14-16	4	17	20	49	11
16-18	9	19	23	39	10
18-20	16	24	23	28	10
20-22	21	30	18	20	10
22-24	27	29	18	19	7
Over 24	42	28	13	12	6

The relationship between race and belief that the APR system has hurt one's career appears in Table 9. It was noted that Blacks were most likely to believe that their careers had been hurt by the APR system while Whites were least likely to feel that way.

**Table 9. Feeling that Career Has Been Hurt
by APR vs. Race**

My Career Has Been:	Race		
	Black %	White %	Other %
Severely Hurt	23	12	18
Moderately Hurt	23	21	19
Slightly Hurt	19	20	19
Not Hurt	23	38	30
Don't Know	11	9	14

The NCOs were further asked if they felt their careers will be hurt in the future if the current APR system is continued (item 86). Table 10 shows a trend by grade even more pronounced than that seen in response to item 85. Since the APR is primarily a promotion tool, it was not expected that E9s would think their careers would be hurt in the future, and only 7 percent responded that it would. However, 45 percent of the E7s felt that their careers would be hurt to some degree in the future if the present APR system is continued. The trend by race seen in item 85 did not appear in item 86. That is, Blacks were no more likely than Whites to feel their careers would be hurt in the future.

**Table 10. Feeling that Career Will be Hurt
by APR vs. Grade**

My Career Will Be:	Grade			Total %
	E7 %	E8 %	E9 %	
Severely Hurt	11	6	1	7
Moderately Hurt	19	11	3	12
Slightly Hurt	15	12	3	12
Not Hurt	38	54	87	54
Don't Know	17	16	6	14

In comparing the overall responses to items 85 and 86, it appears that there was a more positive feeling toward the future of the APR than there was with the past. Whereas 54 percent of the NCOs thought their careers had been hurt to some degree in the past, only 32 percent thought it would be hurt in the future.

Item 88 of the questionnaire asked the NCOs if they knew other senior NCOs whose careers had been hurt by the current APR system. Only 5 percent did not think any NCOs' careers had been hurt while 63 percent thought at least some NCOs' careers had been hurt. However, only 6 percent thought that all or most of the senior NCO force had been hurt career-wise by the current APR system.

The APR is the primary source of information used by boards making promotion and assignment decisions. The primary way a person's career could be hurt by the APR system would be if the APR were not providing the promotion and assignment boards with valid information on which to base decisions. Therefore, NCOs were asked if they felt that valid promotion decisions could be made based upon information contained in the current APR (item 83). While 43 percent of the NCOs strongly or moderately agreed that valid promotion decisions could be made, 48 percent strongly or moderately disagreed. The trend by grade in response to this question is shown in Table 11. As grade increased, the percentage of NCOs who felt that the promotion boards could use the APR to make valid decisions also increased. It

Table 11. Feeling that Promotion Boards Can Make Valid Decisions vs. Grade

Promotion Boards Can Make Valid Decisions	Grade			Total %
	E7 %	E8 %	E9 %	
Strongly Agree	4	9	9	7
Moderately Agree	30	40	43	36
Neither Agree Nor Disagree	10	9	9	9
Moderately Disagree	28	25	23	26
Strongly Disagree	27	18	15	22

makes sense that those who had been promoted by the system would be more likely to feel that the system was valid. However, even among the E9s, 38 percent moderately or strongly disagreed that valid promotion decisions based upon the APR could be made. This increased to 55 percent among the E7s.

There was not a strong trend by time-in-service within a particular grade in response to item 83. That is, E7s with relatively few years in service were just as likely to think that promotion boards using the APR could not make valid decisions as E7s with more years in service even though the latter group was more likely to have been passed over for promotion.

The pattern of responses to item 84, which asked if the NCOs felt that valid assignment/selection decisions could be made with the current APR, was almost identical to the responses to item 83.

Item 89 further probed the NCOs' perceptions of the validity of the promotion boards. The NCOs were asked what percentage of E7s and E8s who were promoted during the past two years deserved promotion ahead of those who were not promoted. The responses indicate that 30 percent of the NCOs felt that less than 20 percent of the promotions were deserved relative to those who were not promoted. Only 17 percent of the NCOs felt that as many as 80 percent of the promotions were deserved. Table 12 shows only a slight trend by grade, with the higher grades being a little more positive about the abilities of the boards to make promotion decisions.

Table 12. Percent of E7s and E8s Who Deserved Promotion During the Past Two Years vs. Grade

Percent Who Deserved Promotion	Grade			Total %
	E7 %	E8 %	E9 %	
0-20	30	29	30	30
21-40	18	15	11	16
41-60	22	14	14	18
61-80	19	21	22	20
81-100	12	21	23	17

It should be noted that in responding to item 89, the NCOs were comparing promotion selectees versus non-selectees by grade. However, since senior NCOs are promoted by AFSC rather than grade, it could be that at least a part of the perceived inequity of promotion board decisions was due to varying promotion opportunities in different AFSCs. For example, an NCO in a very competitive AFSC may appear to deserve promotion when compared to all NCOs who were promoted, but not when compared to only those NCOs in his or her own AFSC. Even so, the responses to items 83, 84, and 89 indicate a widespread feeling of doubt among the senior NCOs sampled about the ability of promotion and selection/assignment boards to make valid decisions based upon the information available to them in the current APR. This is not to say that the boards do not make valid decisions, but that the perception of many NCOs is that they are not making valid decisions.

Since inflation of ratings on the APR has become a major problem for promotion and selection/assignment boards trying to make meaningful differentiations between NCOs, the senior NCOs were asked the percentage of E7s, E8s, and E9s who they thought were given maximum ratings on the overall evaluation selection of the APR (item 80).

The results show a general understanding of the inflation problem as 79 percent of the NCOs indicated that they thought over 80 percent were receiving maximum ratings. However, it is surprising that 21 percent of the NCOs did not recognize the degree to which inflation had taken over.

The NCOs were also asked what the primary reason was for giving maximum ratings when they were not deserved (item 82). Fifty-seven percent stated that undeserved maximum ratings were given to ensure that the rater's people get promoted. Only two percent felt that everyone who received a maximum rating deserved it.

Part IV - Changes to the APR

Part IV of the questionnaire was concerned with obtaining the opinions of the senior NCOs about certain possible changes to the APR. The NCOs expressed overwhelming support for having two separate APR forms for evaluation of grades E4-E6 and E7-E9 (item 90). However, they generally disagreed that different rating factors are needed to evaluate E7s, E8s, and E9s separately from one another (items 92 and 93).

Opinions were just about evenly divided with respect to whether or not there should be career field specific APR forms (item 91). Overall, 50 percent of the NCOs thought that all career fields could be evaluated using the same rating factors, while 46 percent thought that separate APR forms for each career field were needed and four percent had no opinion. There was a slight trend by grade in response to this question as shown in Table 13. As grade increases, the percentage of NCOs who believed that there should be career field specific APRs decreases. This is reasonable because as an NCO moves up in grade, duties usually become more management oriented and less career field specific.

Table 13. Opinion Toward Career Field Specific APR vs. Grade

Career Field Specific APR:	Grade			Total %
	E7 %	E8 %	E9 %	
No	42	52	64	50
Yes	53	44	34	46
No Opinion	5	3	2	4

Item 94 asked the NCOs if they felt that one set of rating factors was needed to evaluate present job performance and a separate set of factors to evaluate promotion potential of E7s and E8s. Sixty-five percent agreed that a separate set of factors was needed while 24 percent disagreed and 10 percent had no opinion.

Items 95 through 97 concerned the possibility of having a control system on the APR similar to the recently implemented OER control system. First, the NCOs were asked how familiar they were with the OER control system (item 95). Overall, 61 percent were familiar with at least some aspects of the system and 27 percent were familiar with most or all aspects of the system. It can be seen from Table 14 that there was a slight increase in understanding of the system with an increase in grade.

Next, the NCOs were asked if they agreed that the overall evaluation portion of the E7-E9 APR should be controlled in a manner similar to that of the OER (item 96). Overall, 20 percent neither agreed nor disagreed. Of those who had an opinion, 46 percent were in favor of and 54 percent against having a control system. Those who agreed that a control system would be desirable tended to moderately agree (24 percent) rather than strongly agree (13 percent) while those who disagreed tended to strongly disagree (29 percent) rather than moderately disagree (14 percent).

Table 14. Familiarity with OER Control System vs. Grade

Familiar With:	Grade			Total %
	E7 %	E8 %	E9 %	
All Aspects	3	5	9	5
Most Aspects	17	24	29	22
Some Aspects	33	36	34	34
Few Aspects	27	25	20	25
No Aspects	20	11	8	14

Table 15 is a cross-tabulation between familiarity with the OER control system and desire for an APR control system. Generally, for those familiar with at least some aspects of the OER control system, about half were in favor of and half against a control system for the APR. For those unfamiliar with the OER control system, a majority of those who had an opinion were against having a control system on the APR. Table 15 also shows that the more familiar NCOs were with the OER control system, the more likely they were to have an opinion about a possible APR control system. Fifty-four percent of those least familiar with the OER control were undecided about an APR control while that was true of only 3 percent of those most familiar with the OER control system. Therefore, while increased familiarity meant the NCOs were more likely to have an opinion, the opinions are about equally divided between being favorable and unfavorable toward an APR control system.

Table 15. Opinion Toward Control For APR vs. Familiarity with OER Control

Desire for Control	Familiarity with OER Control				
	All Aspects %	Most Aspects %	Some Aspects %	Few Aspects %	No Aspects %
Strongly Yes	35	21	12	8	5
Moderately Yes	16	26	31	22	10
Undecided	3	4	13	27	54
Moderately No	6	12	15	17	9
Strongly No	41	37	29	25	22

Finally, the NCOs were asked if they thought a control system would either help or hurt their future career in the Air Force (item 97). There was a definite trend by grade in response to this question as seen in Table 16. Since the APR is viewed as primarily a promotion instrument, 80 percent of the E9s felt it would have no effect on their future career. This decreases to 43 percent of the E8s and 35 percent of the E7s. Overall, 48 percent of the NCOs felt that controlling the overall evaluation section of the APR would have no effect on their future career. Of those who felt it would have an effect, slightly more at each grade level felt it would help rather than hurt their career.

Table 16. Feeling that Control Would Help or Hurt Career vs. Grade

How Would Control Affect Your Career?	Grade			Total %
	E7 %	E8 %	E9 %	
Greatly Help	14	12	5	11
Moderately Help	25	22	6	20
No Effect	35	43	80	48
Moderately Hurt	16	14	5	13
Greatly Hurt	10	9	4	8

NCO Comments

In addition to the structured items in the questionnaire, the last page was left blank, and the NCOs were instructed to use it to make comments about the survey topic. Approximately 3,000 of the questionnaires were returned with comments included. About half of the comments received were substantive and could be quantified.

The most frequently occurring comment concerned a Weighted Airman Promotion System (WAPS)-type promotion system to the grades of E8 and E9. Of the 254 NCOs who mentioned a WAPS-type promotion system, 96 percent were in favor of more standardized and viable promotion procedures while four percent were against any WAPS-type system for senior NCOs.

Another frequently occurring comment concerned rating officials for senior NCOs. The comment was made by 174 NCOs that neither junior officers nor NCOs of the same grade should be evaluating senior NCOs. Their reasoning was that junior officers do not have the experience to properly evaluate senior NCOs. Also, one NCO should not have to evaluate another NCO with whom he or she is competing for promotion.

A comment made by 158 NCOs was that less emphasis should be placed on evaluating E9s. A common remark was that E9s should be given either abbreviated APRs or only referral APRs if they are not doing their job properly. Most felt that since APRs are used primarily as promotion instruments, it is a waste of time to write them routinely for E9s.

A number of comments were received against a forced distribution. Seventy-one NCOs commented that a forced distribution would be too political and that those with the most visibility would get the best ratings. A number of NCOs (48) were against forcing a quota on ratings because they felt that some units have all outstanding NCOs while other units have a very small percentage of outstanding NCOs. A few comments were received to the effect that a forced distribution would cause cutthroat competition in the place of cooperation and unit cohesiveness.

The final area that received a substantial number of comments was the narrative section or word picture of the APR. Of the 95 comments that were received, 71 percent felt that the word picture should be eliminated while 10 percent felt the amount of space devoted to it should be increased. Another 18 percent felt that the word picture should be made more objective.

VII. SUMMARY AND CONCLUSIONS

A questionnaire was mailed to 10,000 Air Force NCOs in the grades of E7, E8, and E9. The purpose of the questionnaire was to sample the opinions, expertise, and attitudes of the senior NCOs toward various aspects of performance evaluation systems. The extremely high return rate of 82 percent is an indication of the interest in the field toward this topic.

There was general agreement among all senior NCOs with respect to which rating factors are needed to evaluate their job performance. However, the factors "executive ability" and "written communication" did increase in importance with an increase in grade. Therefore, those factors could be considered differentially as an indication of promotion potential for E7s and E8s. That would also support the NCOs' desire for separate rating factors for evaluation of job performance and promotion potential. A substantial majority of NCOs indicated that they preferred the rating factors they indicated as being important on the survey to those currently found on the E7-E9 APR.

At first glance, the overall level of satisfaction with the current APR seemed fairly high among the NCOs. About half were definitely satisfied with the current APR while about one-third were fairly neutral and the rest were relatively dissatisfied. However, considering the fact that the population being surveyed was those who have been most successful with the system, the level of satisfaction was perhaps lower than might have been anticipated.

A slight majority of NCOs felt their careers and the careers of at least some other NCOs have been hurt to some degree by the current APR system. However, they were less likely to feel that their careers will be hurt in the future if the current system is continued. Almost half of the NCOs did not feel that valid promotion or assignment decisions can be made based upon the current APR.

With respect to possible changes to the APR system, the NCOs were in favor of maintaining separate APR forms for E4-E6s and E7-E9s. However, they were about evenly divided on questions asking about the desirability of career field specific APRs and having an OER-type control system on the overall evaluation portion of the APR.

Several suggestions were made by the NCOs on the comments page of the questionnaire. Many NCOs expressed a desire for more standardized and visible promotion procedures. This reaction against the current promotion procedures could be an outgrowth of the feeling that promotion boards are not able to make valid decisions based upon information contained in the current APR. If the APR were improved to the point that the NCOs felt that valid information was reaching the promotion boards, then perhaps they would be more willing to accept the decisions of the boards as they are presently operated.

Another area of concern for the senior NCOs was with their rating officials. Many stated that junior officers do not have the experience necessary to evaluate senior NCOs. Many also thought that an unhealthy conflict of interest arises when a senior NCO is evaluated by another senior NCO of the same grade with whom he or she is competing for promotion.

Finally, many senior NCOs believed that too much emphasis is placed on evaluation of E9s. They perceive the APR as primarily a promotion tool and think that too much time should not be spent evaluating someone who cannot be promoted anyway. Suggestions were made to the effect that evaluation of E9s could be de-emphasized and a simplified evaluation form such as that used for civil service employees could be used in place of the current APR.

APPENDIX A. SURVEY ITEMS AND RESPONSES

PART I

1. What is your grade?

	<u>N*</u>	<u>X**</u>
A. MSgt	3,836	47
B. SMSgt	2,450	30
C. CMSgt	1,791	22

2. What is the prefix of your duty AFSC? (If your AFSC is W51171, the prefix is W and you would mark "M" on your answer sheet.)

	<u>N</u>	<u>X</u>		<u>N</u>	<u>X</u>		<u>N</u>	<u>X</u>
A. A	407	5	F. L	3	0	K. T	372	5
B. D	9	0	G. P	13	0	L. U	46	1
C. E	29	0	H. Q	2	0	M. W	113	1
D. G	22	0	I. R	150	2	N. Other	30	0
E. H	10	0	J. S	39	0	O. I have no prefix	6,475	84

 * Answer questions 3-7 regarding your duty AFSC using the following *
 * responses: *
 * *
 * A. 0 E. 4 I. 8 *
 * B. 1 F. 5 J. 9 *
 * C. 2 G. 6 *
 * D. 3 H. 7 *

3. What is the first digit of your duty AFSC? (If your AFSC is 91471, the first digit is 9 and you would mark "J" on your answer sheet.)

	<u>N</u>	<u>X</u>		<u>N</u>	<u>X</u>		<u>N</u>	<u>X</u>
A.	11	0	E.	1,538	19	I.	273	3
B.	549	7	F.	700	9	J.	617	8
C.	997	12	G.	976	12			
D.	1,232	15	H.	1,136	14			

4. What is the second digit of your duty AFSC? (If your AFSC is 91471, the second digit is 1 and you would mark "B" on your answer sheet.)

	<u>N</u>	<u>X</u>		<u>N</u>	<u>X</u>		<u>N</u>	<u>X</u>
A.	1,681	21	E.	828	10	I.	144	2
B.	940	12	F.	380	5	J.	582	7
C.	873	11	G.	365	5			
D.	1,624	20	H.	653	8			

* $\frac{N}{X}$ denotes the number of NCOs who chose each response.
 ** $\frac{X}{N}$ denotes the percent of NCOs who chose each response.

5. What is the third digit of your duty AFSC? (If your AFSC is 91471, the third digit is 4 and you would mark "E" on your answer sheet.)

	<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>
A.	365	5	E.	715	9	I.	237	3
B.	2,646	33	F.	661	8	J.	31	0
C.	1,895	23	G.	430	5			
D.	843	10	H.	245	3			

6. What is the fourth digit of your duty AFSC? (If your AFSC is 91471, the fifth digit is 7 and you would mark "H" on your answer sheet.)

	<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>
A.	7	0	E.	4	0	I.	24	0
B.	7	0	F.	50	1	J.	4,916	61
C.	104	1	G.	19	0			
D.	55	1	H.	2,871	36			

7. What is the fifth digit of your duty AFSC? (If your AFSC is 91471, the fifth digit is 1 and you would mark "B" on your answer sheet.)

	<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>
A.	4,442	55	E.	488	6	I.	59	1
B.	2,007	25	F.	81	1	J.	37	0
C.	495	6	G.	96	1			
D.	321	4	H.	9	0			

8. What is the suffix of your duty AFSC? (If your AFSC is 91471B, the suffix is B and you would mark "B" on your answer sheet.)

		<u>N</u>	<u>%</u>			<u>N</u>	<u>%</u>			<u>N</u>	<u>%</u>
A.	A	148	2	G.	G	33	0	M.	P	8	0
B.	B	60	1	H.	H	1	0	N.	Q	3	0
C.	C	220	3	I.	J	8	0	O.	S	19	0
D.	D	20	0	J.	K	7	0	P.	T	9	0
E.	E	119	1	K.	L	12	0	Q.	Other	35	0
F.	F	29	0	L.	N	1	0	R.	I have no suffix	7,268	91

9. What was your age on your last birthday?

	<u>N</u>	<u>%</u>
A. less than 25 years	16	0
B. 26 but less than 30	31	0
C. 31 but less than 35	808	10
D. 36 but less than 40	3,040	38
E. 41 but less than 45	3,076	39
F. 46 but less than 50	854	10
G. over 50 years	128	2

10. What is your sex?

	<u>N</u>	<u>%</u>
A. Male	7,993	99
B. Female	73	1

11. Which of the following do you consider yourself?

	<u>N</u>	<u>%</u>
A. Black	701	9
B. Spanish or Mexican American	189	2
C. American Indian	39	0
D. Asian American	35	0
E. White/Caucasian	6,925	86
F. Other	174	2

12. What is your Total Active Service time?

	<u>N</u>	<u>%</u>
A. Less than 10 years	17	0
B. 10 but less than 12	25	0
C. 12 but less than 14	93	1
D. 14 but less than 16	471	6
E. 16 but less than 18	634	8
F. 18 but less than 20	1,328	16
G. 20 but less than 22	1,909	24
H. 22 but less than 24	1,357	17
I. 24 but less than 26	1,544	20
J. 26 but less than 28	497	6
K. 28 or more years	199	2

13. To what major command/organization are you currently assigned?

	<u>N</u>	<u>%</u>
A. Aerospace Defense Command	385	5
B. Air Force Logistics Command	119	1
C. Air Force Systems Command	362	5
D. Air Forces in Europe	657	8
E. Air Training Command	771	10
F. Air University	53	1
G. Alaskan Air Command	130	2
H. DoD Agencies (DNA, DIA, DCA, DMA, DIS, DSA, JCS, OSD)	61	1
I. Headquarters Air Force Reserve	27	0
J. Headquarters Command, USAF	220	3
K. Headquarters USAF	85	1
L. Joint Commands (e.g., CINCEUR, CINCPAC, CINSCO, CINCNORAD)	59	1
M. Military Airlift Command	1,115	14
N. Pacific Air Forces	474	6
O. Special Operating Agency (e.g., USAFA, AFMPC, ARPC, AFISC, AFTEC, AFDAF)	211	3
P. Strategic Air Command	1,605	20
Q. Tactical Air Command	916	11
R. USAF Security Service	213	3
S. Other	600	7

14. What is your highest level of education now?

	<u>N</u>	<u>%</u>
A. No high school	4	0
B. Some high school or GED credits	30	0
C. GED certificate or diploma	972	12
D. High school graduate	3,071	38
E. One or two years of college or vocational school (include Associate degree)	2,422	30
F. More than two years of college	1,006	12
G. Undergraduate college degree (BA, BS, or equivalent)	304	4
H. Graduate Study but no graduate degree	154	2
I. Graduate College Degree (MA, MS, or equivalent)	83	1
J. Graduate Study beyond Master's degree or more than one Master's degree	14	0
K. Doctorate degree (PhD or equivalent)	0	0

15. What are your service career plans?

	<u>N</u>	<u>%</u>
A. Plan to stay for 30 years or more, then retire.	1,911	24
B. Plan to stay more than 20 but less than 30 years, then retire.	4,859	60
C. Plan to stay 20 years, then retire.	724	9
D. Plan to stay for a while but probably not until retirement.	16	0
E. Plan to get out of the service as soon as possible.	100	1
F. Don't know, have not decided.	465	6

16. How many of the last 10 years have you spent working in your current career field (not necessarily at your present skill level)?

	<u>N</u>	<u>%</u>
A. Less than 1 year	180	2
B. 1 but less than 2	203	3
C. 2 but less than 3	208	3
D. 3 but less than 5	385	5
E. 5 but less than 7	431	5
F. 7 but less than 10	895	11
G. All 10	5,765	71

PART II

RATE EACH FACTOR BELOW ACCORDING TO ITS IMPORTANCE FOR EVALUATING YOUR OWN JOB PERFORMANCE.

- A = always necessary for adequate evaluation of my job performance
- B = usually necessary for adequate evaluation of my job performance
- C = sometimes necessary for adequate evaluation of my job performance
- D = rarely necessary for adequate evaluation of my job performance
- E = never necessary for adequate evaluation of my job performance

	A		B		C		D		E	
	N	Z	N	Z	N	Z	N	Z	N	Z
17. Acceptance of responsibility	7,489	92	389	5	89	1	52	1	58	1
18. Adaptability to stress	3,754	46	2,388	30	1,425	18	379	5	128	2
19. Ability to train others	3,102	38	2,280	28	1,823	23	690	9	178	2
20. Bearing and behavior	5,480	68	1,420	18	585	7	397	5	196	2
21. Concern for human relations	5,052	63	1,801	22	774	10	314	4	131	2
22. Creativity	1,990	25	2,368	29	2,519	31	940	12	260	3
23. Decisiveness	5,280	65	2,045	25	513	6	148	2	260	3
24. Emotional stability	5,129	64	1,856	23	659	8	260	3	170	2
25. Encouragement of good working relations	4,667	58	2,376	29	745	9	194	2	99	1
26. Executive ability	3,885	48	2,431	30	1,185	15	401	5	176	2
27. Exhibits professional qualities	5,334	66	1,971	24	535	7	141	2	98	1
28. Flexibility	4,179	52	2,621	32	990	12	207	3	84	1
29. Initiative	5,715	71	1,822	23	394	5	85	1	64	1
30. Judgement	6,207	77	1,523	19	241	3	60	1	53	1
31. Knowledge of duties	6,628	82	1,128	14	182	2	69	1	71	1
32. Leadership	5,948	74	1,507	19	422	5	141	2	63	1
33. Learning ability	3,408	42	2,937	36	1,153	14	433	5	148	2
34. Listening skill	3,947	49	2,475	31	1,101	14	400	5	160	2
35. Motivation	4,855	60	2,163	27	710	9	210	3	139	2
36. Oral communication	4,889	61	2,401	30	623	8	120	1	47	1
37. Planning ability	4,678	58	2,503	31	700	9	124	2	71	1
38. Promotion of equal opportunity	4,055	50	1,753	22	1,195	15	670	8	400	5
39. Quality of work	6,360	78	1,234	15	294	4	116	1	75	1
40. Quantity of work	3,223	40	2,592	32	1,439	18	558	7	266	3
41. Reliability	6,840	85	912	11	158	2	73	1	95	1
42. Self-improvement efforts	2,272	28	2,484	31	2,095	26	863	11	364	5
43. Supervisory capability	6,054	75	1,328	16	416	5	167	2	115	1
44. Utilization of resources	4,985	62	1,986	25	746	9	242	3	123	2
45. Written communication	4,352	54	2,571	32	863	11	228	3	62	1

On the previous list you indicated the importance of each rating factor. However, some of the factors which you indicated to be important may be measuring similar qualities so that all of them may not be needed on an APR to adequately measure your job performance. Therefore, for the list below, please indicate only those factors which you feel should be included on an APR to adequately measure your own job performance. Do this by marking in the "A" space next to the numbers on your answer sheet corresponding to the factors which you feel are necessary to adequately evaluate the performance of your job. You may pick anywhere from one to all twenty-eight factors listed. Mark in the "B" space for those factors which you feel are not needed on the APR form.

A = needed on an APR to measure my job performance
 B = not needed on an APR to measure my job performance

	A		B	
	N	%	N	%
46. Acceptance of responsibility	7,778	96	283	4
47. Adaptability to stress	4,116	51	3,903	49
48. Ability to train others	3,838	48	4,180	52
49. Bearing and behavior	5,896	73	2,138	27
50. Concern for human relations	5,235	65	2,803	35
51. Creativity	2,450	31	5,570	69
52. Decisiveness	5,685	71	2,340	29
53. Emotional stability	4,500	56	3,533	44
54. Encouragement of good working relations	4,771	59	3,265	41
55. Executive ability	5,099	63	2,933	37
56. Exhibits professional qualities	5,586	69	2,459	31
57. Flexibility	4,326	54	3,718	46
58. Initiative	6,416	80	1,630	20
59. Judgement	6,710	83	1,339	17
60. Knowledge of duties	6,747	84	1,310	16
61. Leadership	6,997	87	1,054	13
62. Learning ability	3,001	37	5,037	63
63. Listening skill	3,335	41	4,705	59
64. Motivation	5,101	63	2,938	37
65. Oral communication	5,711	71	2,333	29
66. Planning ability	5,826	72	2,220	28
67. Promotion of equal opportunity	3,884	48	4,153	52
68. Quality of work	6,662	83	1,395	17
69. Quantity of work	3,196	40	4,839	60
70. Reliability	6,729	84	1,330	16
71. Self-improvement efforts	3,251	41	4,774	59
72. Supervisory capability	7,036	87	1,025	13
73. Utilization of resources	5,630	70	2,415	30
74. Written communication	5,557	69	2,483	31

PART III

 * Below you will find a number of statements. On your answer sheet, next *
 * to the number of each statement, mark in the space with the letter that *
 * corresponds most closely to the way you feel about the statement. The *
 * APR form and system referred to as "current" is the present set of *
 * documents and procedures for evaluation of E7s, E8s, and E9s. *
 * *****

75. To what extent are you satisfied with the current APR system?

	<u>N</u>	<u>%</u>
A. In all ways satisfied	320	4
B. In most ways satisfied	3,621	45
C. In some ways satisfied	2,725	34
D. In few ways satisfied	1,003	12
E. In no ways satisfied	403	5

76. I would like to have the rating factors that I marked as being important in the previous portion of this survey replace the rating factors found on the current E7-E9 APR form (AF Form 911).

	<u>N</u>	<u>%</u>
A. Strongly agree	3,171	39
B. Moderately agree	3,484	43
C. Neither agree nor disagree	1,154	14
D. Moderately disagree	145	2
E. Strongly disagree	104	1

77. What percentage of E7-E9s do you think are given maximum ratings for all of the job performance factors on the current APR?

	<u>N</u>	<u>%</u>
A. 0-20%	151	2
B. 21-40%	151	2
C. 41-60%	280	3
D. 61-80%	1,490	18
E. 81-100%	5,999	74

78. What percentage of E7-E9s do you think deserve maximum ratings for all of the job performance factors on the current APR?

	<u>N</u>	<u>%</u>
A. 0-20%	1,386	17
B. 21-40%	1,471	18
C. 41-60%	2,092	26
D. 61-80%	2,365	29
E. 81-100%	753	9

79. If some E7-E9s are given maximum ratings on job performance factors when they don't deserve them, what is probably the primary reason?

	<u>N</u>	<u>%</u>
A. Pressure from other raters	986	12
B. Desire to make the person being rated "feel good"	661	8
C. Pressure from the raters' supervisors	316	4
D. To ensure that the people get promoted	4,186	52
E. To justify maximum ratings on "overall evaluation"	761	9
F. Other reasons	1,021	13
G. I think everyone who receives maximum ratings deserves them	130	2

80. What percentage of E7-E9s do you think are given maximum ratings on the overall evaluation section of the current APR?

	<u>N</u>	<u>%</u>
A. 0-20%	118	1
B. 21-40%	79	1
C. 41-60%	203	3
D. 61-80%	1,301	16
E. 81-100%	6,362	79

81. What percentage of E7-E9s do you think deserve maximum ratings on the overall evaluation section of the current APR?

	<u>N</u>	<u>%</u>
A. 0-20%	1,362	17
B. 21-40%	1,443	18
C. 41-60%	1,915	24
D. 61-80%	2,557	32
E. 81-100%	781	10

82. If some E7-E9s are given maximum ratings on the overall evaluation section when they don't deserve them, what is probably the primary reason?

	<u>N</u>	<u>%</u>
A. Pressure from other raters	1,007	12
B. Pressure from the raters' supervisors	364	5
C. Desire to make the person being rated "feel good"	670	8
D. To ensure that the people get promoted	4,623	57
E. Other reasons	1,254	16
F. I think everyone who receives a maximum rating deserves it.	149	2

83. I think the E8 and E9 promotion boards can make valid promotion decisions based upon information contained in the current E7-E9 APR.

	<u>N</u>	<u>%</u>
A. Strongly agree	553	7
B. Moderately agree	2,919	36
C. Neither agree nor disagree	738	9
D. Moderately disagree	2,108	26
E. Strongly disagree	1,758	22

84. I think valid assignment and selection decisions can be made based upon information contained in the current E7-E9 APR.

	<u>N</u>	<u>%</u>
A. Strongly agree	568	7
B. Moderately agree	3,233	40
C. Neither agree nor disagree	899	11
D. Moderately disagree	2,022	25
E. Strongly disagree	1,350	17

85. Do you think your career has been hurt at some time in the past because of the present APR system?

	<u>N</u>	<u>%</u>
A. Yes, it has been severely hurt	1,069	13
B. Yes, it has been moderately hurt	1,708	21
C. Yes, it has been slightly hurt	1,575	20
D. No, it has not been hurt	2,936	36
E. I don't know	782	10

86. Do you think your career will be hurt in the future if the present APR system is continued?

	<u>N</u>	<u>%</u>
A. Yes, it will probably be severely hurt	588	7
B. Yes, it will probably be moderately hurt	1,071	13
C. Yes, it will probably be slightly hurt	945	12
D. No, it will probably not be hurt	4,337	54
E. I don't know	1,129	14

87. How many APRs presently in your promotion folder do you think have been in the past or will be in the future harmful to your chances for promotion?

	<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>
A. 0	4,561	56	D. 3-4	288	4
B. 1	1,760	22	E. 5 or more	90	1
C. 2	874	11	F. I don't know	495	6

88. Do you think there are other senior NCOs or former senior NCOs whose careers have been hurt to some degree because of the current APR system?

	<u>N</u>	<u>%</u>
A. Yes, all senior NCOs have been hurt	87	1
B. Yes, most senior NCOs have been hurt	395	5
C. Yes, some senior NCOs have been hurt	4,629	57
D. Yes, a few senior NCOs have been hurt	2,574	32
E. No, no senior NCOs have been hurt	376	5

89. Of the E7s and E8s you know who were promoted during the last two years, what percentage deserved to be promoted ahead of the E7s and E8s you know who were not promoted?

	<u>N</u>	<u>%</u>
A. 0-20%	2,375	30
B. 21-40%	1,255	16
C. 41-60%	1,413	18
D. 61-80%	1,625	20
E. 80-100%	1,372	17

PART IV

 * Below are a number of statements about possible changes in the E7-E9 *
 * APR. Again mark in the response which corresponds most closely with the *
 * way you feel about each statement. *

90. If given a choice between either having one APR form for evaluation of all NCOs (E4-E9) or having two separate forms, one for E4-E6s and one for E7-E9s (as is currently the case), I would choose to have:

	<u>N</u>	<u>%</u>
A. One APR form for evaluation of all NCOs	469	6
B. Separate forms for E4-E6s and E7-E9s	7,191	89
C. No opinion/It doesn't matter	405	5

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91. If given a choice between either evaluating all E7-E9 career fields using the same rating factors or having career field specific APR forms so that every E7-E9 is rated only on factors that apply to his or her specific career field, I would choose to:

	<u>N</u>	<u>%</u>
A. Evaluate all career fields using the same rating factors	4,043	50
B. Have separate APR forms for each career field	3,712	46
C. No opinion/It doesn't matter	308	4

92. In my career field, the characteristics which make a good E7 are different from the characteristics which make a good E8. Therefore, different rating factors are needed to evaluate E7s and E8s.

	<u>N</u>	<u>%</u>
A. Strongly agree	839	10
B. Moderately agree	1,337	17
C. Neither agree nor disagree	813	10
D. Moderately disagree	1,577	20
E. Strongly disagree	3,508	43

93. In my career field, the characteristics which make a good E8 are different from the characteristics which make a good E9. Therefore, different rating factors are needed to evaluate E8s and E9s.

	<u>N</u>	<u>%</u>
A. Strongly agree	452	6
B. Moderately agree	812	10
C. Neither agree nor disagree	928	11
D. Moderately disagree	1,693	21
E. Strongly disagree	4,189	52

94. I think the APR on which E7s and E8s are evaluated should consist of one set of factors for evaluating present job performance and a different set of factors for evaluating potential for promotion to the next higher grade.

	<u>N</u>	<u>%</u>
A. Strongly agree	2,846	35
B. Moderately agree	2,446	30
C. Neither agree nor disagree	806	10
D. Moderately disagree	723	9
E. Strongly disagree	1,245	15

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 * Under the new officer evaluation system, there is a limit to the number *
 * of officers who can receive ratings in the top two blocks of the overall *
 * evaluation portion of the OER form. That is, only 22% of the officers *
 * can be given a rating in the top block, and a combined total of only 50% *
 * of the officers can be given ratings in the top two blocks. *

95. How familiar are you with the new OER control system?

	<u>N</u>	<u>%</u>
A. Familiar with all aspects of the system	389	5
B. Familiar with most aspects of the system	1,773	22
C. Familiar with some aspects of the system	2,738	34
D. Familiar with few aspects of the system	1,999	25
E. Familiar with no aspects of the system	1,170	14

96. I would like to have the overall evaluation portion of the E7-E9 APR controlled in a manner similar to that of the OER.

	<u>N</u>	<u>%</u>
A. Strongly agree	1,066	13
B. Moderately agree	1,926	24
C. Neither agree nor disagree	1,605	20
D. Moderately disagree	1,101	14
E. Strongly disagree	2,361	29

97. To what extent, if any, do you think that forcing distribution of ratings on the overall evaluation portion of the APR would either help or hurt your future career in the Air Force?

	<u>N</u>	<u>%</u>
A. It would greatly help my career	883	11
B. It would moderately help my career	1,616	20
C. It would have no effect on my career	3,819	48
D. It would moderately hurt my career	1,038	13
E. It would greatly hurt my career	680	8